
Mentoring

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Mentor-Protégé Agreement with ETMC

- M-P Agreement was signed on June 24, 2005.
- Projects-Construction Department selected as Mentor for East Tennessee Mechanical Contractors, Inc. (ETMC).
- Get acquainted meeting held at Protégé facilities.
- *Schedule of Mentoring Activities* identified the objectives and set milestones.
- Develop a win-win relationship.

Mentor-Protégé Agreement with ETMC

Lesson Learned

- **Develop Communications**

- Establish a regular weekly meeting time, and set an agenda for each meeting and subsequent action items.
- Maintain an open and honest dialogue. Make communications a “safe zone.”
- Recognize the person’s authority.
- Share related business topics: Personnel Roles and Responsibilities, Performance Evaluations, etc.

Mentor-Protégé Agreement with ETMC

Lesson Learned

- **Ensure Protégé's Programs for Subcontract Work at the Y-12 Complex are Adequate**
 - Reviewed ETMC's Programs for Quality Assurance; Workplace Substance Abuse; Environmental, Safety and Health; and Accident and Injury Recording for compliance to Y-12 conduct of operations and cost competitiveness.
 - Introduced the Construction Subcontract Supplemental Conditions.

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Lesson Learned

- **Establish Capabilities of Protégé**
- **Identify early-on those Areas Requiring Support from the Mentor for Protégé's Success in Executing Work**
 - Training in the development of construction schedules in the Primavera format.
 - Understanding of the submittal requirements contained in the Supplemental Conditions.
 - Developing a cost proposal format readily understood.
 - Drafting work planning documents with sufficient details and yet be cost competitive.

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Lesson Learned

- **Set obtainable objectives in the *Schedule of Mentoring Activities***
 - Set realistic milestone dates for objectives.
 - Include “stretch” objectives.
 - Include Mentor-Protégé coordinator in the development of the *Schedule of Mentoring Activities*.
 - Review the Schedule periodically and update milestone planning and completion dates.

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Traits of Success

- Candid discussions and an understanding of one another's needs.
- ETMC was an established small business construction company looking to grow in the construction business.
- Keep focus on M-P Objectives, including the award of subcontracts.
- The owner, Mark Deathridge, was the principal contact and facilitated development of programs and execution of subcontracts.
- Subcontracts awarded to ETMC were within the jurisdiction of Projects' Construction Department.
- The investment of one's time is directly proportional to the success of the Agreement.
- Focus on a WIN-WIN relationship. Both parties need to adapt.





